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The Director of Central Intelligence
Washington, D.C. 20505

National Intelligence Council

NIC #04037-84
13 July 1984

MEMORANDUM FOR: Director of Central Intelligence
Deputy Director of Central Intelligence

FROM: David Y. McManis
National Intelligence Officer for Warning

SUBJECT: National Warning Training Course

The attached memorandum is an in-house DIA product from two participants in our recently concluded National Warning Training Course. The formal OTE evaluation will be as enthusiastic but I wanted you to see the view from the trenches. Needless to say I am very pleased with the success in getting our message across.


David Y. McManis

Attachment:
As Stated

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MEMO

SUBJ: NATIONAL WARNING COURSE CRITIQUE

TO: JSO
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1. THIS MEMO IS SUBMITTED AS A JOINT REPORT BY [REDACTED] AND [REDACTED] AS A CRITIQUE OF THE PILOT NATIONAL WARNING COURSE, 9 - 22 JUNE 1984.

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2. OVERALL, THE COURSE WAS OF CONSIDERABLE VALUE IN DEVELOPING AN UNDERSTANDING OF THE NIO/W'S CONCEPT AND GUIDANCE CONCERNING THE WARNING PROCESS. THE COURSE HIGHLIGHTED THE ANALYTICAL PROCESS FOR WARNING TO INCLUDE PROBLEM AREAS, IDENTIFIED AS "BARRIERS", SUCH AS DECEPTION, ANALYTICAL BIAS, AND DISSEMINATION. THE PACE WAS MAINTAINED THROUGH AN EFFECTIVE COMBINATION OF READINGS, DISCUSSIONS, LECTURES, AND PRESENTATIONS. ALTHOUGH MINOR ADMINISTRATIVE PROBLEMS DID SURFACE, THEY WERE QUICKLY IDENTIFIED AND RESOLVED.

3. THE COURSE HAS THE GREATEST UTILITY FOR SENIOR ANALYSTS AND THEIR MANAGERS WHO HAVE EXPERIENCE IN AND/OR CURRENT RESPONSIBILITY FOR WARNING INTELLIGENCE. THIS IS A "THEORY AND PHILOSOPHY" COURSE RATHER THAN A "NUTS AND BOLTS... HOW TO" COURSE. IN COMPARISON, THE DIC INDICATIONS AND WARNING COURSE COULD BE CONSIDERED AS A COURSE IN THE CURRENT OPERATION OF THE DOD WARNING SYSTEM AT THE "UNDERGRADUATE" LEVEL. THE NATIONAL WARNING COURSE REPRESENTS A "GRADUATE SEMINAR" ON THE PROCESS AND ISSUES OF THE NATIONAL WARNING SYSTEM.

3. OF SPECIFIC INTEREST TO CURRENT DIA OPERATIONS, TWO POINTS WERE EMPHASIZED BY THE NIO/W:

A. WARNING IS EVERYONE'S RESPONSIBILITY. ALL ANALYTICAL RESOURCES SHOULD BE ACTIVELY INVOLVED IN THE ANALYSIS AND PREPARATION OF WARNING INTELLIGENCE. COMPARTMENTATION OF WARNING ANALYSIS WHICH RESULTS FROM THE CURRENT APPLICATION OF WIMS WITHIN JS IS INCONSISTANT WITH THIS GUIDANCE.

B. WARNING COMES FROM ALL SOURCES. WARNING IS NOT CONFINED TO REPORTS MARKED "WARNING" SUCH AS THE WIMS WARNING REPORT. IT IS ENCOURAGED TO USE ALL MEDIUMS TO INCLUDE PERSONAL CONVERSATIONS, DIN'S, NID, NIE'S, ETC.. CONFINING WARNING ONLY TO A FORMAL WARNING REPORT TENDS TO MAXIMIZE THE CERTAINTY OF THE ANALYSIS AT THE EXPENSE OF REDUCING THE DECISION MAKER'S OPERATIONAL RESPONSE TIME. EFFECTIVE WARNING IS THAT WHICH NOT ONLY HAS A HIGH DEGREE OF CERTAINTY BUT ALSO ALLOWS FOR SUFFICIENT RESPONSE TIME. THIS BEING THE CASE, GREATER EMPHASIS ON WARNING ANALYSIS WITHIN ALL JS ELEMENTS IS NECESSARY. THIS EMPHASIS HAS BEGUN WITH THE ACTIVE PARTICIPATION OF SEVERAL JSI ELEMENTS, BUT THIS SHOULD BE FORMALIZED TO INSURE CONTINUED EFFECTIVENESS.

4. DIA NOT ONLY BENEFITS FROM THE COURSE, BUT OUR SENIOR ANALYSTS AND WIMS MANAGERS HAVE A LOT TO OFFER FROM OUR UNIQUE I & W EXPERIENCE AND SYSTEM. FREQUENTLY DIA COMMENTS, AT LEAST IN THIS PILOT CLASS, PROVIDED CONCRETE EXAMPLES FOR THE IDEAS PRESENTED.

5. THE NATIONAL WARNING STAFF STRESSED THE DCI'S INTEREST IN WARNING AND IMPROVING THE WARNING PROCESS. APPARENTLY HE IS WILLING TO TRY NEW IDEAS, QUICKLY DISCARDS WARNING PROCEDURES THAT BECOME Mired IN BUREAUCRACY, AND EXPECTS THE WARNING MECHANISM TO LOWER ITS REPORTING THRESHOLD TO GAIN RESPONSE TIME FOR DECISIONMAKERS.

6. THE NATIONAL WARNING COURSE IS AN EVOLVING PROJECT WHICH BENEFITS FROM DCI INTEREST. DUE TO THE CURRENT STATE OF RELATIONS BETWEEN THE US AND USSR, I & W RESPONSIBILITIES HAVE NEVER BEEN MORE IMPORTANT. WE HAVE EVERY REASON TO BELIEVE THAT THE RELATIONSHIPS ESTABLISHED BETWEEN DIA PILOT CLASS ATTENDEES AND THE NATIONAL WARNING STAFF CAN BENEFIT BOTH ORGANIZATIONS AND IMPROVE THE US I & W EFFORT.

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